


Workplace Spirituality and Psychological Empowerment on Job Satisfaction of Employees of PT Pagilaran Batang

Siti Yunitarini¹, Ovi Yuliani²

^{1,2}Management Study Program, Faculty of Economics and Business, Pekalongan University

ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received April 15, 2024 Revised April 22, 2024 Accepted April 30 2024</p> <hr/> <p>Keywords:</p> <p>Workplace Spirituality Psychological Empowerment Job Satisfaction</p>	<p>This study aims to examine and analyze the influence of workplace spirituality and psychological empowerment on job satisfaction (Case Study on Employees of PT Pagilaran Batang). The type of research used in this research is causal research with data collection methods using questionnaire data and interviews. The object of this study were employees of PT Pagilaran with a total population of 855 employees, and the samples in this study were 90 employees. The analytical tool used in this study was multiple linear regression analysis and used a hypothesis test which was processed with the SPSS version 20 program. The results of this study indicate that workplace spirituality has a positive and not significant effect on job satisfaction, while psychological empowerment has a positive and significant effect on job satisfaction.</p> <p><i>This is an open access article under the CC BY-NC license.</i></p> 

Corresponding Author:

Siti Yunitarini,

Management Study Program, Faculty of Economics and Business

Pekalongan University

Jl. Sriwijaya No. 3 Pekalongan City, 51111

E-mail: syr_iet@yahoo.com

1. INTRODUCTION

Companies are currently required to move quickly, adaptively, precisely and efficiently with their human resources, this is because human resources are one of the important driving factors for organizations or institutions (Fanggidae et al., 2016). The important role of human resources for an organization or company is a very determining element in company activities, so management must pay attention to existing human resources (Irzani & Witjaksono, 2014: 266) in (Suwono et al., 2023). The attention given by management is an effort made to provide satisfaction to its employees. (Raziq & Maulabakhsh, 2015) in their research stated that job satisfaction is one of the many challenges faced by companies. Job satisfaction is an important aspect for individual/company employees to survive in the organization.

The factor that influences job satisfaction is workplace spirituality (Hasibuan & Wahyuni, 2022). Robbins (2012) in (Nasution, 2021) defines spirituality in the workplace as the recognition that people have a soul life that nurtures and is maintained by work. This is meaningful in a general concept of people. This means that in the organization where employees work there is a culture of spirituality which has a high value of inner satisfaction. In other words, spirituality in the workplace creates employees who interpret work as more than just a place to earn income, but more about the extent to which these employees can contribute to the organization in line with meeting their inner needs.

Based on research conducted by Claude & Zamor (2003:362) in (Wulandari & Sudarma, 2017) states that there is sufficient empirical evidence that spirituality in the workplace can create a

new organizational culture where employees feel happier (satisfied) and look better. Good. Several previous studies conducted by Altaf & Awan (2011) and Pradhan et al. (2016) also found that spirituality in the workplace has a positive influence on job satisfaction, which means that spirituality in the workplace can increase job satisfaction.

Another factor that influences job satisfaction is psychological empowerment. The definition of psychological empowerment itself is a state of mind where a staff can control their feelings about the work they do, must be aware of the tasks of the work being done, with a high level of responsibility for both work results, both for the individual and the progress of the organization as a whole and justice. which is perceived in terms of wages based on individual and group performance (Melhem, 2006) in (Zeglat et al., 2014).

Psychological empowerment is divided into four variables, namely, competence, meaningfulness, self-determination, and impact (Debora, 2006). Meanwhile, according to (Zeglat et al., 2014) structural empowerment is a management practice and policy that aims to provide power from management to staff, which is divided into four main variables, namely, formal position, resources, control of information, and network centrality. When staff are not empowered by management, the staff will feel dissatisfied with their work. On the other hand, staff who are given empowerment from management will feel satisfied with their work. When staff are given empowerment by the company, the staff will also appreciate their work more and can increase job satisfaction (Sarwar and Khalid, 2011).

2. RESEARCH METHOD

Types of research

The type of research used is causal research. Causal research is examining the causal relationship between two or more variables. Causal research explains the effect of changes in value variations in a variable on changes in value variations in other variables in causal research, independent variables as causal variables workplace spirituality and psychology empowerment. The dependent variable as a result variable is job satisfaction. So in this research we will find out the influence of workplace spirituality and psychological empowerment on job satisfaction at PT. Pagilaran Batang.

Operational Definition of Variables

1) Job Satisfaction

Job satisfaction is an individual's general attitude towards their work. It is further explained that someone with high job satisfaction shows a positive attitude towards the job, whereas someone who is dissatisfied with their job shows a negative attitude towards the job Robbins & Judge (2018). The indicators used in job satisfaction according to (Luthans, 2015) are: the job itself, payment system, promotion opportunities, supervisor or supervision, and the attitude of coworkers.

2) Workplace Spirituality

Workplace spirituality is its own meaning and purpose of work as well as deep feelings in relating or interacting with other people in a community. The indicators used in job satisfaction according to (Anvari, 2017) are: meaningful work, sense of community, and alignment with organizational values.

3) Psychological Empowerment

Psychological empowerment is an increase in intrinsic motivation towards a task which is manifested in a set of four cognitions that reflect an individual's orientation to his work role namely meaning, competence, self-determination, and impact (Pricillia, 2018). The indicators used in job satisfaction according are: importance, competence, self-determination, and perceived impact.

Sampling Model

The sampling technique used in this research was proportional random sampling. Proportional sampling was carried out by taking subjects from each stratum or each region determined to be balanced by the number of subjects in each stratum or region (Arikunto, 2006) in (Putrana et al., 2016). Determining the sample size can be done by statistical calculations, namely by using the Slovin Formula. The Slovin formula is used to determine the sample size from a known population of 855 employees. The level of precision specified in sample determination is 10%. The reason

researchers use a precision level of 10% is because the population is less than 1000. According to the Slovin formula is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Information :

n : Sample Size

N : Population Size

E : Allowance for inaccuracy due to sampling errors that can still be tolerated or desired

Types and Methods of Data Collection

The type of data used in this research is primary data. Primary data is data collected or obtained from primary sources directly. Primary data in this research is qualitative information data from respondents obtained by giving questionnaires to employees of PT Pagilaran Batang which were converted into quantitative data using a Likert scale. The data collection method in this research is using questionnaires and interviews. This method is carried out by compiling a list of questions to which respondents are asked to answer.

Data analysis technique

To determine the magnitude of the influence of the independent variable on the dependent variable, a multiple regression model is used with the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Information:

Y = Job Satisfaction

α = Constant

β = Regression coefficient

ε = Standard error

X1 = Workplace spirituality

X2 = Psychological empowerment

3. RESULTS AND DISCUSSIONS

Instrument Test Results

1) Validity test

This test is carried out to measure the accuracy of the tool for the concept to be measured, so that the questionnaire actually measures what it is supposed to measure. To measure validity, Pearson product moment correlation is used, where if the significance value of the correlation between each question and the total score is smaller than 0.05 ($\alpha=5\%$), then the question item or indicator is declared valid.

Table 1. Validity Test

No	Variabel Penelitian	Butir Pertanyaan	Sig. (2-Tailed)		Simpulan
			Hasil	Syarat	
1	Workplace Spirituality (X1)	X1.1	0,00	< 0,05	Valid
2		X1.2	0,00	< 0,05	Valid
3		X1.3	0,00	< 0,05	Valid
4		X1.4	0,00	< 0,05	Valid
5		X1.5	0,00	< 0,05	Valid
6		X1.6	0,00	< 0,05	Valid
7		X2.1	0,00	< 0,05	Valid
8		X2.2	0,00	< 0,05	Valid

No	Variabel Penelitian	Butir Pertanyaan	Sig. (2-Tailed)		Simpulan
			Hasil	Syarat	
9	<i>Psychological Empowerment (X2)</i>	X2.3	0,00	< 0,05	Valid
10		X2.4	0,00	< 0,05	Valid
11		X2.5	0,00	< 0,05	Valid
12		X2.6	0,00	< 0,05	Valid
13		X2.7	0,00	< 0,05	Valid
14		<i>Job Satisfaction (Y)</i>	Y.1	0,00	< 0,05
15	Y.2		0,00	< 0,05	Valid
16	Y.3		0,00	< 0,05	Valid
17	Y.4		0,00	< 0,05	Valid
18	Y.5		0,00	< 0,05	Valid
19	Y.6		0,00	< 0,05	Valid

From the table above we can see that the significance value for all answers to each variable is <0.05. So it can be concluded that the respondents' answers to the questionnaire questions are said to be valid.

2) Reliability Test

Reliability testing in this research uses an internal reliability test, namely analyzing the reliability of measuring instruments from one measurement using the Alpha formula

3) Heteroscedasticity Test

An indication of the occurrence of heteroscedasticity is usually shown by the significance value. If the significance value of the independent variable is smaller than the specified significance value of 5% or 0.05, it means heteroscedasticity has occurred. However, if the significance of the independent variable is greater than the specified significance value of 5% or 0.05, it means that heteroscedasticity does not occur. Cronbach. The cut-off value used to assess the acceptable level of reliability is above 0.70. If the value is below 0.70 then the questionnaire questions asked are not reliable.

Table 2. Reliability Test

No	Variabel Penelitian	Cronbah's Alpha		Simpulan
		Hasil	Syarat	
1	<i>Workplace Spirituality (X1)</i>	0,866	0,7	Reliabel
2	<i>Psychological Empowerment (X2)</i>	0,757	0,7	Reliabel
3	<i>Job Satisfaction (Y)</i>	0,734	0,7	Reliabel

The table above shows that the respondents' answers to questions regarding the variables workplace spirituality, psychological empowerment and job satisfaction were declared reliable because the Cronbach alpha value for the three variables was more than 0.70.

Results of Classical Assumption Test Analysis

1) Normality test

The normality test is used to determine whether the dependent, independent, or both variables are distributed normally, close to normal (Umar, 2011). Good research data is where the data is normally distributed. If this assumption is violated then the statistical test will be invalid for small sample sizes. In this test, researchers use statistical analysis which can be used to test residual normality, namely the Kolmogorov-Smirnov (KS) nonparametric statistical test.

**Table 3. Normality Test
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		90
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	3,40240935
	Absolute	.047
Most Extreme Differences	Positive	.033
	Negative	-.047
Kolmogorov-Smirnov Z		.441
Asymp.Sig.(2-tailed)		.990

a. Test distribution is Normal

b. Calculated from data

The normality test results show a significance value of 0.990, the data is normally distributed because the Sig value > alpha (alpha value = 0.05).

2) Multicollinearity Test

The multicollinearity test was carried out to examine whether in the regression model a correlation was found between the independent variables. A good regression model should have no correlation between the dependent variables (Santoso, 2010). To detect whether or not there is multicollinearity in the regression model, it can be seen from the tolerance value and variance inflation factor (VIF) value. The cut off value that is commonly used is a tolerance value of 0.10 or the same as a VIF value above 10. Multicollinearity occurs if the tolerance value is <0.10 and the VIF is > 10.

**Table 4. Multicollinearity Test
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	8.924	2.668		3.345	.001		
1 Workplace Spirituality	.092	.112	.090	.819	.415	.740	1.351
Psychological Empowerment	.0372	.097	.421	3.830	.000	.740	1.351

a. Dependent Variable : Job Satisfaction

Based on results testThe multicollinearity in the table above shows that no correlation was found for all the independent variables used in this study because the tolerance value was > 0.10 and VIF < 10.

3) Heteroscedasticity Test

The heteroscedasticity test tests whether in a regression model there is inequality of variance and residuals from one observation to another. A good regression model is one with homoscedasticity or no heteroscedasticity. Most of this data collects data representing various sizes (small, medium and large) (Ghozali, 2013). A regression model is said to not contain heteroscedasticity if the probability of significance is above the 5% confidence level or > 0.05 and vice versa.

Table 5. Heteroscedasticity Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-3.44	1.738		-.198	.843
1 Workplace Spirituality	.128	.070	.213	1.821	.072
Psychological Empowerment	-.004	.055	-.009	-.075	.940

a. Dependent Variable : Abs_Res

Based on the data from the Glejser test results above, it can be interpreted that in the regression analysis there are no symptoms of heteroscedasticity, showing the significance value of variable X1 (workplace spirituality): 0.072 and the significance value of variable X2 (psychological empowerment): 0.940. This is because the significance probability value is above 0.05.

4) Model Fit Test (F Test)

The F test is measured from the F statistical value which shows whether all the independent variables are included model have a joint influence on the dependent variable. If the significant value is <0.05, it indicates that this model test is suitable for use in research. Meanwhile, if the significant value is > 0.05, it indicates that this model test is not suitable for use in research.

Table 6. Model Fit Test Anova^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	296.601	2	148.301	12.523	.000 ^b
Residual	1030.299	87	11.843		
Total	1326.900	89			

a. Dependent Variable : Job Satisfaction

b. Predictors : (Constant), Prichological Empowerment, Workplace Spirituality

From the results of the anova table above, it shows that the F sig value of 0.00 is smaller than 0.05. The significance value obtained is 0.00 which is smaller than 0.05. So it can be concluded that the equation model is said to be feasible

Multiple Linear Regression Test Results

$$Y = 8.924 + 0.092 X1 + 0.372 X2$$

From the results of the analysis of the regression equation it can be described as follows:

- 1) A constant value of 8.924 indicates that if the variables Workplace Spirituality and Psychological Empowerment value is constant, so the average Job Satisfaction is 8.924.
- 2) The coefficient value of the Workplace Spirituality variable (X1) is 0.092 with a positive value. This means that if the Psychological Empowerment variable is considered constant, then every increase in Workplace Spirituality will result in Job Satisfaction increasing by an average of 0.092.
- 3) The coefficient value of the Psychological Empowerment variable (X2) is 0.372 with a positive value. This means that if the Workplace Spirituality variable is considered constant, then every increase in Psychological Empowerment will result in Job Satisfaction increasing by an average of 0.372.

Hypothesis Testing Results

1) Hypothesis Test t

The t test (t-test) tests the regression coefficient partially. This test is carried out to determine the partial significance of the role between the independent variable and the dependent variable by assuming that the other independent variables are considered constant. Provided that if t count > t table and the value < 0.05 ($\alpha=5\%$), then the independent variable partially has a significant effect on the dependent variable.

Table 7. Hypothesis Testing Coefficient^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.924	2.668		3.345	.001
1 Workplace Spirituality	.092	.112	.090	.819	.415
Psychological Empowerment	.0372	.097	.421	3.830	.000

a. Dependent Variable : Job Satisfaction

Based on the table above, it can be described as follows:

1. First Hypothesis (H1) = Workplace Spirituality (X1) has a positive and significant effect on Job Satisfaction (Y) Variable Workplace Spirituality (X1) has a regression calculation result of 0.092 and the results of the partial test (t-test) for the Workplace Spirituality variable (X1) show a significance value of 0.415 which is greater than 0.05. So H1 is rejected so it can be concluded that the Workplace Spirituality variable has a positive and insignificant effect on Job Satisfaction.
2. Second hypothesis (H2) = Psychological Empowerment (X2) has a positive and significant effect on Job Satisfaction (Y). The variable Psychological Empowerment (X2) has a regression calculation result of 0.372 and partial test results (t-test) for the variable Psychological Empowerment (X2) shows a significance value of 0.000 which is smaller than 0.05. So H2 is accepted so it can be concluded that the Psychological Empowerment variable has a positive and significant effect on Job Satisfaction.

Discussion

1) The Influence of Workplace Spirituality on Job Satisfaction

From the results of the research that has been carried out, the calculated t value is 0.819 and the significance level is 0.415. Where the significance value is above 0.05, it shows that workplace spirituality has a positive and insignificant influence on job satisfaction. Thus, hypothesis 1 is rejected, which states that workplace spirituality has a positive and significant influence on job satisfaction.

The concept of spirituality in the workplace includes a sense of team, community, inner life and work meaningful influence work behavior (job satisfaction, organizational commitment and work involvement). Employees feel that life is full of hope for the future, and spiritual values are also included in determining life choices. Employees consider that their work has a deeper meaning compared to other jobs because it is related to service to education and a strong desire to express spiritual practices in work life.

Lack of cooperation between employees in completing work where employees are more concerned with their own work without caring about other colleagues to help each other complete work voluntarily. Apart from the lack of cooperation between employees, this is due to the low perception of employees regarding spirituality in the workplace, where many employees do not care about their workplace. This research is in line with research conducted by (Gautama et al., 2019) and (Suwono et al., 2023) which states that workplace spirituality has a positive and insignificant influence on job satisfaction.

2) The Influence of Psychological Empowerment on Job Satisfaction

From the results of the research that has been carried out, the calculated t value is 3.830 and the significance level is 0.000. Where the significance value is below 0.05 indicates that Psychological empowerment has a positive and significant influence on job satisfaction. Thus, hypothesis 2 is accepted which states that psychological empowerment has a positive and significant influence on job satisfaction.

Someone who believes that the surrounding environment is conducive and controlled will be more motivated to maximize their abilities, practice more in developing their abilities and the possibility of achieving success will be greater. The situation when employees feel able to understand the meaning of work, believe in their abilities to complete the work, have full control in determining work methods and can have an influence in terms of work operation strategies clearly influence the intention to stay. The higher the psychological empowerment that employees have, the higher the job satisfaction felt by employees (Armanu & Mandayanti, 2012). This research is in line with research conducted by (Debora, 2006), (Armanu & Mandayanti, 2012), (Nuraini & Izzati, 2019), and (Widiastuti, 2020) which states that psychological empowerment has a positive and significant influence on job satisfaction.

4. CONCLUSION

From the results of the research that has been carried out, the following conclusions can be described that based on hypothesis testing, it is known that the calculated t value of the workplace spirituality variable is 0.819 with a significance value of 0.415. It can be concluded that the workplace spirituality variable has a positive and insignificant influence on job satisfaction. Based on hypothesis testing, it is known that the calculated t value of the psychological empowerment variable is 3.830 with a significance value of 0.000. It can be concluded that the psychological empowerment variable has a positive and significant influence on job satisfaction.

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